

MOTION BY SUPERVISOR MARK RIDLEY-THOMAS

JUNE 16, 2015

Addressing Staffing Needs at DHS Facilities Countywide

The Department of Health Services (DHS) has historically relied on temporary medical personnel services for as-needed medical staffing coverage when Los Angeles County (County) employees are unable to provide critical patient care services due to staffing shortages, staff training, peak workloads, unexpected emergencies and vacation coverage.

DHS has increased their overall usage of temporary personnel over the last four years from a total of \$32.3 million in FY 2010-11 to \$40.5 million in FY 2013-14, exceeding the annual projected budget each year of \$31.4 million. In addition to staff absences or emergencies, DHS has also seen increased utilization of temporary contract staff when positions are difficult to fill, when the County's hiring process is taking too long to fill the needed positions, when the budgeted items pay under market value, or when part-time specialists are needed.

It is DHS's practice to hire County employees when possible, but often the lengthy hiring process or lack of sufficient budgeted positions make it difficult for facilities to respond

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to their current staffing needs and they turn to temporary medical personnel for flexibility. Further analysis is needed to ensure the County's health facilities are best positioned to address their staffing needs while responding to the changing needs of the current health care environment to improve overall efficiencies in the DHS system.

THEREFORE I MOVE THAT THE BOARD OF SUPERVISORS:

Direct the Director of the Department of Health Services (DHS) to: 1) approve this item as amended; and 2) report back in writing within 120 days on temporary medical personnel services agreements usage trends for each facility including the following:

- a) Temporary medical personnel hours by classification and facility;
- b) Temporary medical personnel actual expenditures by classification and facility with an indication of which positions lack available items or are hard to recruit for and why;
- c) Temporary medical personnel full time equivalent (FTE) positions by classification and facility;
- d) A comparison of expenditures, hours and FTEs for temporary medical personnel compared to current budgeted items and vacancy rates;
- e) County wage information alongside expenditures to agencies and any other relevant information as to why contract workers have been on staff over 90 days or why the facility has a staff shortage; and
- f) Recommendations on how DHS plans to address any staffing shortages or issues identified through the report.

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(YV/KS)